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RECD PROJECT ENGINEER'S RESPONSIBILITIES

1. General:

The Project Engineer is responsible for representing the Real Estate and Construction Division, Office of Logistics (RECD/OL), and for acting on behalf of RECD/OL during the planning, design and construction of Agency construction projects. He is also the Agency's representative in dealing with other Federal (design and construction) agencies, and with private contractors. In this position, he has a key responsibility on behalf of the entire Agency to ensure that the projects are executed economically, and on a timely schedule consistent with the operational needs of the user, and in conformance with Agency and other pertinent procurement policies and regulations.

As the Project Engineer, he is particularly expected to take the initiative to see that the above goals are accomplished, regardless of the offices within the Agency that may be the cause of any delay or other problem affecting the execution of the project. He should appraise his supervisor of all problems he is unable to satisfactorily resolve himself.

A general outline of responsibilities and actions required during the execution of major projects follows.

The Project Engineer is expected to identify and cope with all pertinent actions necessary to the successful and timely completion of his assigned projects.

2. Planning:

- a. Identify the Project Sponsor and source(s) of funds.
- b. Prepare a written synopsis of the project after consultation with requesting Agency element, i.e., the major project requirements.
- c. Ascertain the requesting Agency element's desired end completion dates.
- d. Establish proposed overall schedule for project execution. (Preferably, on major jobs, design during one Fiscal Year; with construction during the next Fiscal Year when possible.)

e. Identify pertinent security requirements, is it an overt or covert job, what is the existing approved cover arrangement (verify that one exists, if none exists, but is required, advise sponsor).

f. Ascertain the most appropriate means for executing design and construction of the project [REDACTED] Architect and Engineer (A&E) contract, etc. Obtain supervisor's concurrence in proposed method of execution, as well as concurrence of requesting Agency elements, Office of Security, etc.

g. Identify all interested parties to project and ensure their early participation in planning.

h. Are any early feasibility, economic or site selection studies needed during the planning stage? If so arrange for and ensure accomplishment. Have a sound budget estimate made as early as practical, preferably by designer.

STATINTL i. Prepare for [REDACTED] a written scope of work, project outline, site drawings, space allocation, functional requirements, what normal design criteria are to be followed [REDACTED]. STATINTL

j. Verify that we have (or will have in time) an adequate land use document in the Acquisitions Branch to permit construction (i.e., fee simple title, use permit, assignment agreement, lease, etc.).

k. Have topo surveys and soil investigations accomplished during planning whenever practical.

STATINTL l. Establish early contact with [REDACTED] to ascertain their ability to undertake job on our desired schedule.

m. Identify as early as possible all GFCI (Government-furnished contract or installed) items (hold to minimum, zero if possible, as GFE normally causes difficult coordination problems), determine procurement and shipping responsibility, point of delivery to contractor. What is procurement schedule? Is design info needed to resolve item(s) to be procured (eg. generator size). Ensure that procurement meshes with proposed design and construction schedule. Ensure that manufacturers data, etc., is furnished designer as early as possible. If responsibility for GFE is actually assigned to another Agency element, ensure that actions taken mesh with the construction program and schedule. G.F.P. (Gov. furnished property)

General Throughout Life of Project:

- a. Ensure that a project file is set up at beginning of job (beginning of planning phase), and that project assignment form is completed.
- b. All significant information, decisions, etc., are to be reduced to writing. Results of conferences, meetings, are to be summarized in writing and distributed to all participating and other interested parties.
- c. Keep informed on status of project funds.
- d. Keep informed on status of project approvals. (Formal approvals are required for major projects, RECD is to always have a copy of such approvals in our files.)
- e. Review all correspondence, traffic pertaining to the project.
- f. Prepare outgoing traffic from RECD/OL.
- g. Coordinate on behalf of RECD/OL with other office elements taking action in regard to the project (see that we get copies where appropriate).
- h. Keep in close enough and frequent enough contact with sponsoring office, and with design and construction agency to keep fully informed on project status, progress and problems.
- i. Take the initiative to:
 - (1) Ensure proper coordination between all interested parties.
 - (2) Try and resolve all delays and problems affecting execution of the job, regardless of who may be specifically responsible for the matter.
- j. When appropriate, schedule and conduct any conferences needed to resolve problems or expedite progress on the job. Ensure that a written resume is made of all decisions reached and key agreements made at such conferences, and that copies are furnished each participating office. If no other individual is acting as chairman of the meeting, the RECD Project Engineer will take over and conduct the meeting.

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1. Ensure that status of job is accurately reflected on the various RECD reports. Prepare assigned portions of recurring reports on a timely basis.

m. Maintain the project historical summary for designated major projects.

n. Advise supervisors of any unexpected items that may adversely affect the project - delays, unexpected costs, etc.

3. Design:

a. Verify that proper written approval is on hand for start of design.

b. Verify that design funds are available.

c. Confirm (if necessary) the design and construction agency.

d. Assemble the following information for the designer (or design agency) by contacting using activity (sponsor) and others such as Security. Final presentation of this information to be reviewed and concurred in by sponsor and others involved:

(1) Final scope of work.

(2) Specialized criteria.

(3) Functional requirements.

(4) Siting.

(5) What normal criteria apply.

(6) Expected life of project.

(7) Data on GFE needed by designer.

e. Designate to designer:

(1) Any dollar limitation that may apply to project, i.e., must

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job come within budget or is there some flexibility regarding additional funds.

(2) What latitude he may have in executing design, i.e., can he modify floor plan, adjust siting, or not.

(3) Limitations regarding criteria furnished - what latitude designer has in deviating from criteria.

(4) Time schedule desired for design and construction (are there any critical operational dates?).

(5) What coordination and liaison is to be effected during design - where is designers source of field info - who does he contact?

(6) What reviews of design will be required, by whom, how accomplished, how is material transmitted and submitted?

(7) What supporting documents required for review?
Drawings, Design Analysis, Cost Estimates (Always), Special Studies or Reports

f. Prepare on behalf of the Agency letters of Instructions covering 5, 6, above to [REDACTED], or to A&E firms. (When A&E contract is directly administered in RECD, prepare the A&E contract covering 5, 6.)

g. Transfer necessary funds to designer.

h. Ensure that any required Gold Flow waivers needed prior to use of funds are obtained.

i. Review (and coordinate review by others) of designs submitted to Headquarters for review and approval. Such reviews are primarily to ensure the functional and operational adequacy of the project as designed, and that project conforms to the scope and special criteria furnished the designer. Verify that project is within funds programmed. If not, resolve whether additional funds are available or costs shall be cut from job. Ensure that all interested parties review designs, particularly preliminary designs - eg., security. Get all comments and problems resolved at preliminary design stage to the degree possible.

On A&E Contracts Administered Directly by RECD:

(1) Recommends A&E to be selected from an appropriate listing of qualified firms (minimum of three). Reviews A&E qualification records to identify qualified A&E's.

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- (2) Prepare Government Estimate of expected A&E fee, and participation in A&E negotiation.
- (3) Prepare a resume of points agreed upon in the negotiation.
- (4) Coordinate award of A&E contract and issue notice to proceed.
- (5) Visit A&E periodically to check job progress and resolve any problems.
- (6) Approve A&E's requests for payment.
- (7) Evaluate and process A&E contract change orders.
- (8) Review (and coordinate review by others) the A&E's preliminary and final design submittals.
- (9) Ensure that A&E contract is promptly paid off and closed out.

4. Construction:

- a. Verify that proper written approval of construction is on hand in RECD files.
- b. Confirm that the construction agency has been selected and is aware of the project.
- c. Verify that construction funds are available and have been transferred to the construction agency if such action is required.
- d. Ensure that any Gold Flow waivers needed prior to use of funds have been obtained.
- e. Conduct any field inspections of the project that may be appropriate. Coordinate such trips with any trips planned by other Headquarters offices.
- f. Ensure that a mutually agreed upon construction schedule is established between ourselves, the sponsor or user of the project and the construction agency.
- g. Verify that the proper action has been taken on any Government-furnished materials to ensure that it has been procured, shipped, and has a delivery schedule consistent with the construction contract. Specific arrangements regarding the point at which it will be turned over to the

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contractor shall be included. See that engineering data, erection drawings, manufacturer's literature on the GFM is furnished the construction agency for the contractor, on a schedule that minimizes or eliminated delays in construction.

h. Coordinate the resolution of problems during construction, such as the issuance of change orders, or correction of discrepancies between RECD, construction agency and sponsor, and ensure that such action is taken promptly to avoid delays in construction.

i. Keep informed on the status of funds, and general status of progress from field visits, progress reports from the construction agency and progress reports from the using offices field personnel.

j. Participate in final inspection if appropriate.

k. Ensure that "as-built" drawings are obtained by the user from construction agency along with appropriate shop drawings and operating manuals, and manufacturer literature on equipment installed. Where appropriate this material should be transferred to the office having the maintenance responsibility for the installation.

l. Assist as appropriate in closing out the construction contract. As soon as the construction contract is financially complete, ensure that proper budget and fiscal office is notified so that any unexpended funds can be released for other purposes.

m. Prepare a brief completion report on the project particularly noting any lessons learned or observations made that would have useful application in future projects.

You can't run your business much longer from the seat of your pants

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File Pickman, G. - Producer

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A little belt tightening, more capable management, sounder financial practices and less hanky-panky seem to be the order of the day for those who want to succeed in construction.

That was the message contractors from across the country received in Atlanta, Ga., last week at the Associated General Contractors' (AGC) first management conference.

"You look the way you did 50 years ago," said Robert L. Kunzig, administrator of General Services Administration (GSA). "The winds of change are blowing. You need new procedures and new attitudes."

Among the suggestions the conference produced were:

- Cut down on small expenses (travel, entertainment, Christmas gifts, company cars, club dues). Project your cash flow realistically. Improve your cash position. Avoid hot money. Establish close communications with more than one bank and seek lines of credit. Don't diversify into or invest in unrelated fields.

- Build or buy a management team that includes a professional financial officer.

- Heavy and highway contractors, whose machinery maintenance and depreciation represent 35% to 45% of unit costs, should improve their maintenance records and supervision, and employ mechanical supervisors.

- Place a premium on quality supervision and performance, seek excellence, and reward individuals at all levels on the basis of merit.

- Be receptive to new ideas, new methods, new techniques. Give systems building, phased construction and the construction manager procedure a chance.

- Beware of organized crime. Resist bribery, extortion and kickback demands.

A sense of urgency. Most of the suggestions were tagged as urgent.

Robert L. Joss, an Administration economist, predicted another year of economic sluggishness and profit squeeze. Atlanta and Chicago bankers King D. Cleveland and James A. Bourke warned of the need to compensate for the erosion of profits by inflationary wage increases, labor shortages and overtime, which they called one of the industry's most critical problems. And Kunzig stressed the need to

develop faster and more economical ways to build.

Kunzig had brought several of his staff to Atlanta to discuss GSA's new contracting procedures which include the use of construction managers and phased construction (ENR 6/25 p. 50), procedures that are giving the AGC concern. Although Kunzig said their use is urgent, his staffers indicated the procedures are still in a state of flux.

Looking at the challenges contractors face, Paul G. Bell, chairman of AGC's



GSA's Robert Kunzig

"Winds of change."

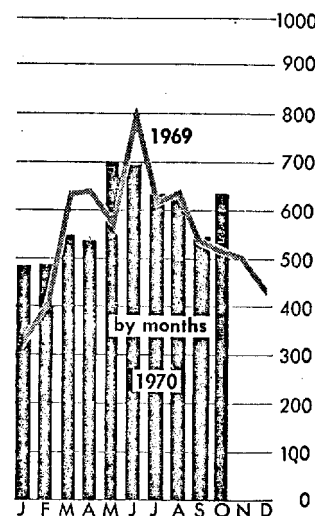
goals and objectives committee, said, "We can no longer run our businesses from the seat of our pants." Kunzig warned, "What won't change must go."

Bidding volume in October

	5 wks. value (\$ mil.)	Chg. fr. mo. ago %	Chg. fr. yr. ago %	Cum. 10 mos. value (\$ mil.)	Chg. '69-'70 %
Total*	3,175	+9	+19	26,063	+3
Hvy. const. total.	1,419	+2	+42	12,147	+13
Water use, control.	424	+52	+72	3,523	+59
Waterworks.	77	+63	+28	726	+15
Sewerage.	186	+55	+38	1,325	+36
Treatment plants.	66	+112	+100	412	+96
Earthwork, waterways.	161	+45	+210	1,471	+145
Transportation.	884	-4	+35	7,405	+2
Highways.	505	-35	+11	5,429	+6
Bridges.	47	-44	-46	837	-31
Airports.	87	+84	-77	540	-22
Terminals, bldgs.	27	+16	-29	233	-15
Elec, gas, comm.	86	-42	+72	960	-13
Other hvy. const.	26	-25	-38	247	-47
Nonres. bldg. total.	1,494	+16	+2	11,887	-3
Manufacturing.	37	-77	-79	1,195	-32
Commercial.	401	+13	+9	2,850	+18
Offices.	278	+49	+22	1,785	+25
Stores, shop. ctrs.	82	-16	-32	711	+1
Educational.	592	+27	+22	4,446	+3
College, univ.	303	+48	+17	2,031	+4
Medical.	180	+11	-24	1,669	-7
Hospital.	114	+20	-43	1,266	-11
Other.	310	+112	+60	1,754	-13
Housing, multiunit*	261	+33	+24	2,029	+8
Apartments.	173	+7	+1	1,400	+14

* Excludes 1-2 family houses. Minimum sizes included are: Industrial plants, heavy and highway construction, \$100,000; buildings, \$500,000. † Based on average week.

Weekly average (in \$ millions)



October contracting activity climbs sharply

A sharp rebound in contracting activity in October halted a four-month slide and pulled the 10-month's volume 3% ahead of last year.

On a seasonally adjusted basis, October was the best month since last May. Moreover, bidding volume came within a whisker of matching the October record set in 1967 (ENR's figures include low bids for public works and contract awards for private work other than homebuilding).

October's upswing featured a 52% jump in water project lettings and sharp increases in college, office and hospital buildings. All of these types, except hospitals, scored big advances

over October, 1969. In addition, ABM missile facility construction contracts gave a \$200-million-plus thrust.

Highway awards, down seasonally, easily topped a year-ago volume crimped by Washington's jawboning for cutbacks in state highway awards to help fight inflation. Though federal highway aid is reined in slightly this year, awards to date are up 6% to a new high, but bridge lettings are sagging.

New York continues to rank first in 1970 construction bidding volume and held 18.7% of October's volume. For the year to date, it has 11% of U. S. building volume and 10.3% of heavy and highway construction volume.

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